REPORT

THE ALBERTA CAPITAL REGION GOVERNANCE REVIEW

SPECIALIZED FIRE AND EMERGENCY SERVICES

Edmonton, Alberta

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EXECUTIVE SUMMARY

ALBERTA CAPITAL REGION GOVERNANCE REVIEW

EMERGENCY SERVICES

1.1 Introduction

Maxim Morrison Hershfield was engaged to assess the opportunities of sharing or integrating the specialized fire and emergency protection services provided in the Alberta Capital Region. The study will consider the services best handled through inter-municipal agreements, sub-region coordination or regional coordination and outline the costs and benefits. The scope was expanded by the sub-committee to reflect additional areas for discussion.

1.2 Background

The Emergency Services Organization in the Capital do cooperate to serve the needs of their citizens in the most cost-effective manner, as evidenced by the number of mutual aid agreements that presently exist; however, areas for better or additional cooperation were identified. Intermunicipal co-operation is more prevalent than regional co-operation because distance and diversity have a lesser impact on emergency response quality. The majority of co-operation should be at the sub-region to ensure existing service levels to the citizens are improved or maintained, but any initiatives must be compatible with regional goals. First response in any emergency is time critical for life safety and intervention times must be a key factor in determining an acceptable response. The report does present twelve recommendations where cooperation within the region would provide an improvement in Emergency Services.

1.3 Risk

Cooperation in the region is based on providing the safest, most cost-effective emergency services possible to all clients. The benefits must be universal, while ensuring no increase in liability to any partner. A working committee to develop the recommendations must have defined terms of reference with proper sponsorship that will simplify rather than complicate partnerships within the region. A number of recommendations were developed to address existing risks or areas for service improvements.

1.4 Recommendations

1. A Regional Business Plan must be accomplished at all levels to ensure that duplication of services and resources are minimized and that weaknesses at or near existing boundaries are reduced through cooperation in the specific area.

The creation of a formal Regional Emergency Services Business Plan will ensure full advantage is taken of cooperative opportunities provided the scope of the review is expanded to cover all aspects of emergency fire and medical response. An annual forum of all stakeholders prior to budget calls could provide an updated document to be use through the year as a guide for the specific joint programs at region or sub-region levels. Full evaluation of the inherent risks must be available to fully realize the potential of Regional Business Planning but the existing recommendations can proceed independently as a first initiative. Means of approval and granting the fire chiefs discretionary powers of implementation are important factors for the successful usage of this document. The Business Plan should address as a minimum:

a. Regional and sub-regional training cooperation in partnership with Alberta Fire Training School to ensure optimum class sizes and a timely, consistent level of training. Region has a significant requirement for officer and skill maintenance training;

b. Critical incident stress response programs to allow quick and easy access to the necessary skilled resources;

c. Coordination of strategic purchasing to obtain maximum value for money spent;

d. Networking to avoid competing for recruiting of volunteer and full-time personnel or wasting of resources;

e. Formalizing and consolidating mutual aid agreements created to simulate permeable boundaries, allowing clients to receive the best response possible; and

f. Sharing of response resources, particularly second or third line response, where one municipality does not have full justification but has an identified need.

2. Purchase a vehicle containing the necessary radio gear to interconnect the various emergency response radio networks. The radio networking is required for large-scale responses to have the appropriate control of resources. The difficulty of controlling a large response without direct communications was experienced during the Pine Lake tornado. A communication vehicle would allow a link between existing emergency systems including police and other disaster services. The cost of the radio equipment would be approximately $100,000. The vehicle to carry the equipment would vary depending on the functions included but should be considered at a minimum of $200,000 to purchase and outfit. The more important consideration is the maintaining and operating such equipment. How will it be staffed, housed and deployed to ensure value to all participants? Since the equipment would not be considered first line response it need not be continually staffed but designated personnel must be qualified and available when needed.

3. Undertake a risk analysis across the region to compile existing reviews and fill in the gaps, as the first step of a regional business plan, to evaluate existing and future

response requirements to specific risks. Risk analysis are made by Fire Chiefs for every budget call but are short term and cursory in most instances. Full evaluations require a commitment of resources of either personnel and/or finances to complete and must be regularly updated to be a valid decision tool. These evaluations are a major component of any strategic long-term business plan and will vary in scope and frequency depending on the municipality.

1.5 Implementation

The Fire Chiefs have established a good working network to address all types and levels of response. The network includes municipal fire departments, industrial fire brigades, provincial and federal agencies and others to ensure the best possible services to the citizens in the region. As discussed, the first stage of formalizing these initiatives can be accomplished over the next fiscal year with a financial and resource commitment from the municipalities and the Provincial government to create a committee with the appropriate terms of reference. Expanding the process to meet all the existing and future recommendations formulated in the Business Plan process would require specific funding beyond municipal budgets for major purchases such as the communication network capability.

All members of the Sub-committee on Emergency Services were unanimous in supporting future work in regional cooperation. The region fire service representatives have committed to a meeting on March 1, 2000 hosted at the Edmonton Fire Training School at 0900 to discuss the impact of the final report and the way ahead.

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1. INTRODUCTION

1.1 Purpose

Maxim Morrison Hershfield was engaged to assess the opportunities of sharing or integrating the specialized fire and emergency protection services provided in the Alberta Capital Region. The study will consider the services best handled through intermunicipal agreements, sub-region coordination or regional coordination and outline the costs and benefits.

1.2 Scope

1. The study will be conducted within the geographical area covered by the counties of Strathcona, Sturgeon, Leduc and Parkland to define the services expected and provided by the various areas and municipalities. The municipalities listed as participating are:
   - Cities of Fort Saskatchewan, Leduc, Spruce Grove and St Albert;
   - Specialized municipality of Strathcona County;
   - Counties of Leduc, Parkland and Sturgeon;
   - Towns of Beaumont, Bon Accord, Calmar, Devon, Gibbons, Legal, Morinville, Redwater and Stony Plain; and
   - Villages of New Sarepta, Thorsby and Warburg
2. Only the specialized emergency services will be considered, such as:
   a. Disaster response including specialized communication equipment
   b. Dangerous goods – transportation, spills, contamination, early warning
   c. Communication technologies excluding 911
   d. Water rescue
   e. Early warning system
   f. Specialized technology or equipment
   g. Regional training
3. The study does not include the following services:
   a. 911;
   b. police;
   c. ambulance; or
   d. general fire fighting.

4. Areas for investigation include both personnel and equipment and the method of sharing the available resources. For the response team: initiation of a required response, intervention times, cost of services, training requirements and maintenance of skill levels particularly for less active teams are key questions. For specialty equipment: capital cost, maintenance cost, complexity of operation, demand and mobility are important issues. Other issues such as priority of response, authority for dispatch, cost sharing, future upgrade, etc must also be addressed to ensure proper coordination and satisfaction of all stakeholders.

1.3 Goals

1. Identify the areas of specialized skills, equipment and training available or proposed for the Region that could be shared or integrated to ensure a satisfactory response to all emergency situations.

2. Service integration will be guided by the following:

   a. Citizens will receive best value for their dollars;

   b. Citizens will benefit from service and facility enhancements in the long term;

   c. Service delivery will be flexible enough to allow each community to choose its preferred level;

   d. Volunteerism will continue to be supported and encouraged where appropriate;

   e. Citizens will know who is responsible for service delivery and concerns;

   f. Sustainable benefit to the region will be a priority;

   g. Service delivery will be more cost effective after restructuring;

   h. No new level of government will be created; and

   i. Community identity will be maintained.

2. METHODOLOGY

1. The first step in the process is to set up a workshop agenda, confirm attendance and provide a detailed list of the data required to commence the evaluation. Shortly after awarding of the contract, the list would be provided to the Steering Committee.

2. The second step is a start up meeting. This workshop will ensure the scope and goals are well defined and that the final report will reflect the proper information required. The meeting will also confirm the data requested in the first step, the collection method for additional data and a schedule of visits to the stakeholders responsible for existing specialized functions. This meeting should confirm the "apparent opportunities" revealed by the initial data and focus the study to best meet the service goals as related to those opportunities. Present and future demands must be identified to ensure all stakeholders receive a safe and reliable response.

3. A review of existing data outlining present services will be conducted to analyze and summarize the information. Historical information on the types and number of specialty responses would also be required as well as area maps to plot the information

4. Site visits would confirm the types and capabilities of equipment, personnel and their qualifications, location of teams and/or equipment, age of equipment. Area map shows fire hall locations, potential response areas, distances and major divisions.

5. Production of a draft report answering all the questions presented at the start up meeting would then be created and presented to the Steering Committee for review.

6. A second meeting of the Steering Committee would then be held to discuss the content of the draft report and provide consensus on the value of the proposed solutions.

7. Following the second meeting a final draft of the report will be produced and a final meeting held to confirm the findings. After all comments have been received and agreed on the final report would be issued.

3. EXISTING CO-OPERATION

Co-operation between various emergency services in the region has been developed over the past thirty-five years. Regional Fire Chief's meetings are an example of scheduled events that allow the participants to share ideas and meet new requirements with an effective solution beneficial to all. The region spans a large area, which requires decentralization of resources to ensure suitable intervention times are maintained for all citizens. Despite the vast area and diversity co-operation at various levels has provided value to the region. In this report three main levels are considered o discuss co-operation:

- Regional - the capital region covering the areas of Parkland, Sturgeon, Strathcona and Leduc. Agreements for response or communication services extend regional participation well beyond these political boundaries.

- Sub-region - defined by area of effectiveness using the subject under consideration, participant interests and distance. The area may but rarely coincides with existing political boundaries.

- Municipal - each of the existing political units whether urban, rural or a combination is referred to as a municipality.

3.1 Regional

1. The Edmonton Area Fire Chiefs do have a regional forum that meets periodically to discuss challenges and opportunities within the region. This exchange does help to limit duplication of effort by dissemination of information.

2. The Emergency Services in the region have combined to create a Disaster Response Partnership designed to meet the needs of a rapid, resource intensive response. Regional Disaster Partnership includes emergency agencies, health authorities and industry in a co-operative effort.

3.2 Sub-Region

1. Each of the four counties has an Emergency Services Director responsible for the services within the county/specialized municipality. The title and powers of each vary but the basic requirements are met to provide proper allocation of resources within their area.

2. The urban municipalities have created their own fire departments that are strategically located to meet the identified risks associated with a concentration of residential and industrial clients. Most of these departments remain volunteer although many have full time command/administrative staff.

3. With the exception of Sherwood Park in Strathcona County all major urban centres are separate from the bordering or surrounding county but have entered into agreements with the county(s) to provide and/or receive various levels of service through first and/or second line response.

4. Throughout the Region Emergency Services have potential for further co-operation. The specialized municipality of Strathcona, for example, has one fire department located in five halls to cover the total area including Sherwood Park. The three counties have varying degrees of coordination based on mutual aid agreements to ensure proper coverage of the county and the urban areas. Steps have been taken in recent years to increase coordination between the Urban fire departments within each County as well as the County Emergency Service.

5. Other sub-region co-operation include:

   a. The South Capital Region Training Association to provide joint training for the municipalities south of Edmonton.

   b. NR CAER, which is the Northeast Region Community Awareness and Emergency Response providing mutual aid in the area north-east of Edmonton between the area's municipalities and industries.

   c. SIA CAER is the Strathcona Industrial Association between Edmonton, Strathcona and the major industrial partners of the area.

   d. Industrial Heartland is an agreement between municipalities and industry north-east of Edmonton to rationalize response capabilities.

   e. IMERG (Industrial Municipal Emergency Response Group) - rationalizes emergency response resources of Fort Saskatchewan, Strathcona and industry in the area to enhance the level of service.

3.3 Intermunicipal Agreements

1. Mutual Aid exists in abundance in the region. Many of the agreements are reciprocal in nature and have evolved to meet the local requirements. One way agreements are also in existence, particularly with the City of Edmonton for specific response requirements on a fee for service basis. The study has shown that the region is adequately protected without relying on Edmonton resources.

2. Informal arrangements have allowed provision of services to meet specific needs cost effectively. Sharing of training at this level has occurred; but, with limited organization.

3.4 Mutual Aid Agreements and Contracts

1. Two main types of mutual aid agreements exist to support co-operation. The first and most popular is a Reciprocal Agreement and the second is a One-way Agreement. Similar to the one way agreement is a contract for a specific guaranteed service.

   - Reciprocal Agreement

     As indicated services are rendered by, and to all participants upon request. A schedule of charges is usually included in the agreement to allow for cost recovery as necessary but is normally offset by a return visit. If value received is perceived as one-sided the agreement usually reverts to a contract or one-way agreement for the service in question.

   - One-way Agreement

     A One-way agreement is basically an agreement where one party provides services on an as available basis to the other at an agreed upon cost recovery basis. This process is used by many departments in the area to avoid the costs of maintaining a specialty response that is seldom used but available from near by resources.

   - Contract

     A contract is used to guarantee available service from another party and usually carries penalties for failure to provide the specified level of service. Medical response and hazardous material response are often obtained by contract within the region. Many of the communication requirements, both 911 and dispatching, are centralized and provided to surrounding areas through contract. This method is the primary means of obtaining specialty resources from the City of Edmonton.

2. Most Mutual Aid agreements are designed to provide secondary response to assist the local fire departments with additional resources or expertise as needed. Some agreements are now in existence to allow first response from a department to an area adjacent to its municipal boundaries because that agreement provides improved intervention times for the area.

4. RISKS

4.1 Response Boundaries

1. It was quickly evident that the risks are independent of the political boundaries in existence. The best example is the concentration of heavy industry located in the area of Redwater and Fort Saskatchewan and the respective areas of Sturgeon and Strathcona. Many of the plants have fire brigades to meet the particular risk but depend on the local emergency services to provide additional resources.

2. Many urban municipalities have developed and separated from their respective counties to meet the specific needs of their citizens. Although independent centres, the level of emergency service provided is very much integrated with the available resources from the surrounding municipalities. Day to day operations are met by the local resources but multiple or extensive emergencies require assistance. It is for these uncommon circumstances or rare emergencies that mutual aid is best suited. Appendix A shows the location of the fire halls covered in this study and the basic capabilities each has available.

4.2 Response Capabilities

1. The region has developed an extensive range of emergency response capabilities to meet the risks identified in a particular area. Given the number of recorded responses for the various specialties, justifying and maintaining the full range of skills and equipment required at every location would not be cost-effective. In fact, not all areas provide or require all of the responses as shown at Appendix B. Specialized responses provided include:

    a. Medical – Advanced life support and Medical first response;

    b. Rescue – Confined Space, High Angle, Water (Surface), Water (Dive), Ice, Trench, Auto Extrication, Open Pit or Mine, Heavy (Structural collapse), High rise, Off road/remote and Search and Rescue;

    c. Specialty Responses – Flammable liquid (foams), Aerial/Elevated platform, Haz Mat/Dangerous Goods, Mass Casualty Incident, Wildland Fires, Wildland/Urban Interface Fires and Industrial Fires.

2. Large industrial plants provide unique risks and many of the industries have developed internal emergency response teams to deal with those hazards. The size and scope of the team is usually limited and requires the local fire department to supply resources for dealing with all but a minor incident. Each of the industries provides unique skills and equipment that are provided to the local fire department through training or agreements.

4.3 Specific Risk Concerns

1. Additional risks confronting Emergency Services in the future include the growth rate, the aging population and infrastructure construction:

   a. Most of the areas surrounding Edmonton are experiencing a growth rate above five percent. Adding the desire for increased economic development, challenges the municipalities to have the services available when needed for residential and commercial expansion;

   b. Aging population provides the unique challenges of increased medical responses and increased risk for life safety rescue which could dictate a decrease in intervention times to arrive in time to perform a successful rescue; and

   c. Construction that meets the minimum code levels provides unique challenges to the fire service. The use of more combustible materials without suppression and/or detection systems allow faster, more severe fire development which increases the risk of structural collapse before or during fire fighting operations. As expansion continues and land becomes less available the pressure will be to build upward requiring decisions on high-rise zoning and the corresponding emergency response capabilities.

4.4 Response Levels

1. Appendix C lists the actual responses for the area by department. This points out two areas: the potential availability of each department and the limited number of specialty responses actually occurring in the Region. As medical and specialty responses covered by the fire departments continue to grow the impact on standard response capabilities becomes more pronounced.

4.5 Liabilities

1. Every response carries the inherent liability associated with working in an uncontrolled unfriendly environment. Each municipality has taken steps to reduce that risk through various means of insurance coverage. Personnel injury is the most common area for concern but with increased regularity fire departments have been challenged on the quality of the response provided. These concerns are more readily controlled within normal response boundaries but can be addressed when creating a Mutual Aid Agreement.

2. Most personnel insurance will cover a Mutual Aid response injury as long as the agreement is formal and identifies such responses as part of the job. The quality of the response can be handled by specifying clearly in the document the level of service to be provided. This is particularly important when the departments involved have different levels of service or intervention time capabilities, which might not meet the clients expectations.

5. DISCUSSION

5.1 Delegate's Views

1. During this project's first meeting a discussion on the strengths of the Emergency Services and the means to improve existing services provided the following:

   a. Strengths:

   - Existing co-operation and mutual aid.
   - High level of expertise, qualifications, diversity and adaptability of participants.
   - Demonstrated cost effectiveness in program management.
   - Existing emergency service organizations for the exchange of information and ideas in the region.
   - High level of standardization and equipment compatibility.
   - Level of volunteerism and blending with full time positions.

   b. Needs:

   - Mechanism to identify and revise the risk profiles, both individual and cumulative, within the region.
   - Critical Incident Stress program on a regional basis
   - Provide a regional fire prevention/safety code program with a consistency in inspections and investigations.
   - Awareness of the volunteers – both capabilities and unique problems particularly recruitment and retention.
   - Permeable or borderless response to provide most beneficial service.
   - Coordinate regional strategic purchasing of equipment to take advantage of market supply and demand.
   - Communication network capability between departments.
   - Regional Foam Bank/Inventory.
   - Regional Training sites for practical training and provision of regional training courses throughout the region (single location such as AFTS becomes cost prohibitive both in time and travel).

- Publish up to date definitions for mutual aid.
- Strengthen Dangerous Goods response in partnership with industry.

2. The Provincial Government's initiative to assist smaller municipalities in the creation of business plans for Emergency Services was viewed as a double-edged sword. Support for long term coordinated planning was appreciated but it was felt that unless some guidelines or coordination occurs early the created business plans could actually provide a barrier to initiatives such as the Governance review by providing barriers to co-operation.

5.2 Overview

1. Opportunities for Co-operation

   a. Capital Region Fire Chiefs Association.

   b. Expanding existing mutual aid initiatives.

   c. Agreements to share existing facilities and equipment or response areas rationalized on a regional basis.

   d. Reduced intervention time.

   e. Long term Business Planning.

   f. Combined training opportunities.

2. Threats to Co-operation

   a. Provincial legislation.

   b. Increased intervention time.

   c. Varying levels of service and funding.

   d. Business planning in isolation.

   e. Approval authorities and administrative details.

   f. Unfounded perception that Edmonton subsidizes the surrounding emergency services.

   g. Limited scope of present study to responses that cover less than three percent of total emergency responses.

5.3 Scope of Study

1. Any discussion on specialty response for the Capital Region must at least consider general fire fighting requirements for the total area since the same finite resources are used. A similar argument applies to communications and 911 services since many of the resources are used for both functions and the demand for that service goes well beyond the Capital Region. Any recommendations must at least consider the whole picture to evaluate demands and availability of resources. As shown in the response statistics, specialty rescues and dangerous goods response account for less than three percent of the total emergency response calls.

2. Attendees felt that a review of existing Charters could improve the level of service provided. It was felt that direct delegation status rather than as a sub-delegate would improve municipal capabilities. The areas put forward for consideration include:

    a. Routing of Dangerous Goods.

    b. Disaster response plans.

    c. Ability to direct wildland fire air strikes with cost recovery.

    d. Capability of cost recovery for emergency response.

    e. Regional safety codes.

5.4 Intervention Time

1. Intervention time is a combination of dispatch time, response time and set up time at the emergency scene. The dispatch time is measured from the discovery and reporting of the incident until the responding department leaves the station. Response time is the time taken to reach the scene, usually calculated at one minute per kilometre but modified for significant local conditions. Set-up time is the amount of time required to assess the situation, activate the necessary equipment and personnel and commence operations. Dispatch time for a full time department should be relatively short while a part time department varies according to the availability of the volunteers. As a general rule a free burning fire will go from first flame to flashover in less than ten minutes. The factors dictating fire growth can change this time significantly and must be considered as part of the risk evaluations. The NFPA 550 Safety Concept Tree lists the factors affecting life safety.

2. Requirement for realistic intervention times does limit the extent of resource sharing over such a vast area. Natural and constructed barriers limit response routes while weather and traffic patterns must also be considered during an emergency response. First response must be quick enough to stabilize the

situation and provide life safety before the damage is irreparable. Once the situation has been stabilized back up resources can assist to complete the task.

5.5 Service Levels

1. Volunteers serve the majority of the region and in these cases the levels of emergency response are comparable. Areas serviced by full time or composite departments with more than just full time administration obviously enjoy faster intervention times than can be provided by volunteers. The skill level of fire fighters is also developed more quickly in a full time department and retention is usually longer. In spite of the drawbacks in recruitment and retention of volunteers all departments have maintained a high level of response skills. Although each municipality must set the required level of service based on budget, risk profiles, etc some exchange of information is required to validate information and assumptions on surrounding services. This would allow the type and speed of response to be rationalized on a regional basis to promote co-operation.

2. The biggest area of discrepancy is in the level of fire prevention. Although volunteer/part time departments have various prevention programs to meet the community needs they can not hope to match the human resources of a full time department. A community that does not maintain at least one full time fire protection person, must make arrangements to have routine questions from their citizens handled by qualified personnel in the region. Fire prevention continues to expand in importance as the resulting reductions in losses indicate the value. A ready, reliable source of information will be used by citizens to clarify the risks but if the information is not immediately available many will gamble on the outcome.

3. All departments have qualified Safety Codes Officers (SCO), usually within the administrative branch, where full time personnel are employed. The volunteers have developed the qualifications within their officer core but any of the required tasks must be done during their free time, which limits the services available. A Regional or County SCO could provide the necessary level of inspection services where municipal demand does not justify a full time SCO.

4. Most departments have experienced few calls for specialty services. This raises the concern of spending a portion of their limited budgets to prepare and equip for an incident that may not occur. The time and resources to maintain the required level of expertise must also be addressed. Hazardous Material/ Dangerous Goods response is an example of an occurrence for which many of the departments have limited experience. A full Haz Mat response requires expensive equipment, some with a limited life span and intensive training requirements to use properly. Many Chiefs expressed a concern for the level of Haz Mat response and a requirement to work closely with local industry to provide an acceptable level of response. Many felt that

a regional plan on dealing with hazardous material is required. Regional co-operation could ensure knowledge of local DG inventories, DG transportation routes, the risks associated with each and all available resources to complete a satisfactory response commensurate with the risk. Rescue and initial containment must still rest with the local response authority.

5. Rescue and specialty equipment can range from the Jaws of Life to a full Haz Mat clean-up kit with encapsulated suits and decontamination equipment. The cost of a complete haz mat response capability would use most small department budgets for a period greater than the life expectancy of the encapsulated suits. The choice of not having a specific response capability is much more significant than a delayed response. Many rescues are time dependent but once the scene has been stabilized and first aid administered final rescue may not be as critical. A crash victim may be trapped in a vehicle but once life threatening injuries or conditions are removed the actual extraction can proceed on a safe timetable. A community required to replace their Jaws of Life must decide on a business basis to invest in a new set. If the set being replaced has only been used in a limited number of rescues and an alternative set is within a ten-minute response the expenditure should be more difficult to justify. Similar arguments can be made for most specialty equipment and must first answer the concern of life safety. If life can be protected for a given period of time, without the equipment as part of the first response, then the decision must be based strictly on a business case basis. Most Fire Chiefs are realistic in determining priorities for their limited budget but must have all the information to make informed judgements. Regional and or area business planning is required for this to be effective. A municipality considering the provision of a particular capability could modify their decision if it was known that the adjacent community is debating the same issue.

5.6 Equipment

1. Each Fire Station has a range of equipment that will allow necessary response to normal situations. These resources are finite and when a response is in progress, whether specialized or core, additional resources must be provided from another source. No station can be continually staffed and equipped to provide for multiple incidents or disaster response. The existing co-operation has developed for such an occurrence. Departments with multiple stations do rely less on other municipalities but incident location still dictates that the best response would be from a bordering municipality rather than awaiting arrival of their own backup services.

2. First response equipment is essential at every location but several departments are already sharing some specialty equipment. Equipment that is expensive, requires extensive training and is not required for first-line operations is ideal for sharing. Aerial ladders were discussed as a possible example in areas with a limited number of high rise or other tall structures. One community could

not justify the cost of purchasing or maintaining an aerial because of the limited response requirements but several communities in close proximity might have sufficient justification to share such a resource.

5.7 Authority

1. Key to any co-operation is the approval authority and decision hierarchy. The existing Disaster Response Business Plan is an example of regional co-operation. The plan required minimal funding increase and limited changes to the way business was done but it still required ratification by each of the participating municipalities. The dedication of the personnel involved was required to finalize the partnership. Agreements requiring funding approvals with cost sharing formulas or location decisions must rely again on the goodwill and dedication of the personnel involved to sort out the details.

2. Many discussions and means of simplifying the process could evolve over time but for any regional co-operation to be successful the process must be specific and streamlined to ensure implementation of the key recommendations. The meetings for discussion on the Emergency Services for the Capital Region have been productive and beneficial. All attendees agreed that such a forum must continue at least through the implementation of the approved recommendations. Studies have come and gone but the co-operation of these Emergency Service committee members during and prior to this study continues to grow. Formalizing this group with a terms of reference and provincial funding would ensure that the existing and future benefits of co-operation are identified and championed to the proper approving authrities and not left to gather dust.

6. RECOMMENDATIONS

6.1 Permeable Boundaries

1. Emergencies do not recognize boundaries and because of: natural barriers, irregularities of the boundaries and locations of municipalities in the region the best response may not be from the taxpayer's funded department. Such responses are already negotiated for St Albert to respond to areas of western Sturgeon or Devon into southeast Parkland. The location of Leduc County resources into local municipal fire halls or Stony Plain manning a Parkland vehicle are other examples of agreements to provide better service irrespective of the political boundaries.

2. The ability of any municipality to respond to a local emergency should be based on the most appropriate service level and the best intervention time, not on map lines. With the exception of Edmonton, which contracts excess services and seldom requests outside support, the interaction between the municipalities tends to even out the actual response received or provided. Other municipalities have entered into contracts for such services as 911.

6.2 Sharing of Response Resources

1. Some resources are already shared by several departments. Other resources are available from local industry Some examples are:

   a. Trench rescue equipment held at Spruce Grove for Parkland responses;

   b. Mass casualty resources; and

   c. Mobile Command facilities.

2. Specialty equipment, not critical to first response, with the qualified personnel to operate it is one of the best ways to get full value for expenditures. One such discussion item was the limited critical requirements for aerial ladders or elevating platforms. Such apparatus can be used in a variety of situations but few municipalities can justify such an expense.

3. Sharing of response resources can be as simple as adjacent municipalities not maintaining a back-up vehicle but relying on one centrally located vehicle in the event of a breakdown or to cover routine maintenance requirements for the first-line vehicles. Minimum coordination would be required to avoid maintenance schedule conflicts between departments.

4. The first step in co-operation is the comparing of draft business plans to ensure all factors are considered when justifying expenditures. The coordination may be simple but the results could be complicated unless done to the highest levels. If the Fire Chiefs of community A and B agree that

community A most requires water rescue and community B would rely on A's capabilities as necessary the result could be significant if the Council of community A cancelled the funding. The results could be even worse if B had funded confined space as a reciprocal deal and then found out that A can not meet their part of the agreement.

6.3 Training Co-operation

1. Training is divided into two main areas: general fire fighting to qualify as a fire fighter and advanced qualifications in command or specialty responses.

2. All qualified fire fighters in the region are trained to NFPA 1001 standard that under AFTS curriculum takes eleven weeks to complete. The departments have block recruitment at varying times and such an extensive course is best left to local areas and AFTS. The sub-regional co-operation such as the South Capital Region Training seems to be an ideal solution. The five stations of Strathcona are one department, completing training requirements as a unit and co-operating with other departments in the region. Parkland County provides coordination for training in their area completing an average of twelve courses per year. Sturgeon County and their mutual aid organization do co-operative training for an area that extends far beyond their own boundaries. Formalizing these initiatives would ensure best use of resources, provide central points of contact for AFTS and regional co-operation.

3. Command and specialty training usually involve smaller numbers and much shorter duration to receive a qualification. Regional co-operation is recommended for these types of training. A specified department with interested and qualified instructors could provide a specific skill to all designated fire fighters in the region. At present a deficiency across the region in advanced and skill-maintenance training has been identified and unless addressed could become critical.

4. One solution discussed was a formal agreement with AFTS to provide a satellite training centre in the capital region. Edmonton is in the process of creating a new training school for municipal fire training and the industrial region northeast of Edmonton has been discussing an industrial training area. Additional investigation is needed but both initiatives could be available as a regional resources in partnership with AFTS thus becoming more cost-effective while providing less costly training both in time and money.

5. Classroom training that requires limited resources to complete can easily be coordinated but practical training will be more difficult. Such training usually requires special training facilities and equipment to complete, particularly to meet minimum environmental guidelines. Some training areas for practical training already exist in the region and could be used as an alternative to the trip to the Alberta Fire Training School with the proper agreements. Such

areas include the Edmonton Airport, the Edmonton Garrison and local industrial sites.

6.4 Critical incident Stress

1. Peer counseling remains the best method of dealing with Critical Incident Stress but maintaining personnel with the expertise is difficult. A small department, fully involved in a response, must seek CIS support from outside their department. The professional contacts to support such a program are also best provided on a regional basis. A regional network of support resources can provide skilled and timely response as needed no matter the size or type of department.

2. The larger departments already have the network and resources for peer counseling. Smaller departments can enter into one-way agreements with no significant cost unless the service is actually required. Any revenue realized by departments could be used to enhance the existing level of service.

6.5 Regional radio communications net

1. Co-operation between departments and other agencies is limited by radio communications. Response vehicles require rapid communications to avoid wasted time and resources at the scene. For disaster response all agencies including the EOC must have proper coordination to avoid conflicting or unnecessary tasks. Even small items, such as conflicting call signs (vehicle identification) can cause confusion at a major incident. To avoid the cost of standardizing radio frequencies throughout the region it was suggested that a vehicle capable of providing an automatic link between various frequencies could be considered.

6.6 Risk Profiles

1. The region requires a mechanism to identify and update risk profiles. Many evaluations exist but are out dated or unreliable due to expansion within the region. The wide range of factors and the interaction that must be considered during an evaluation makes regular review a necessity. Boundary areas are particularly vulnerable unless the neighbours know and understand the process being used.

2. A standard format used throughout the region with access to neighbouring files would help to eliminate surprises. With a standard format local industries could participate and provide the initial report information on their facilities, shipping risks, etc.

3. Each new mutual aid agreement, industry or neighbourhood development must be evaluated for the direct and cumulative impact on the risk facing the

Emergency Services. No department staffs a station to handle multiple occurrences of similar incidents but as the coverage area and population expand the likelihood of multiple incidents rapidly increases.

4. A process to document and react to risks must be in place to ensure the appropriate response is provided. This process requires funding whether it is accomplished internally or externally. The funding will rationalize services and ensure the best resources are identified to meet the risk. The process also highlights the actual capabilities, which can be provided to the citizens, ensuring that their expectations match reality or in some cases that the service is adjusted to meet those expectations.

6.7 Coordination of Strategic Purchasing

1. Coordination of strategic purchasing to realize cost savings. Many items can be bought in bulk to realize cost savings while other larger and more specialized equipment would increase in price if ordered in larger quantities. Coordination could also help standardize the quality of the equipment in use.

2. Standardizing equipment within a region does have advantages during co-operative responses but have created additional problems associated with a monopoly.

6.8 Volunteer Recruitment Networking

1. Regional networking to improve recruitment and retention of volunteers. Coordination would allow sharing of resources such as media advertising or information literature. This approach can eliminate potential competition and assist the training program coordination.

2. A regional approach may eliminate or reduce some of the dissatisfiers that result in many recruits choosing not to continue in the program. Identification of values that can promote volunteers from less traditional sources could be shared to help long term sustainment of the volunteer programs.

6.9 Coordinated recruitment of full time staff.

1. Coordination will avoid possible competition between departments for qualified individuals to fill vacant positions. Experience has shown it is possible to create an eligibility list that is severely depleted or empty because another department during the recruiting process hires the individuals. As discussed in the volunteer program, advantage can be gained in sharing of recruiting materials avoiding some duplication of effort. The differences in department requirements necessitate separate hiring processes.

6.10 Emergency Services Study

1. Completion of study on the full spectrum of Emergency Services. This report was commissioned to cover specified emergency responses. The responses specified account for less than three percent of the total responses conducted by all the departments within the region. Add the department's budgets for administration and fire prevention to operational and capital costs and the figures under consideration will account for only a minor effect on the budgets. The fact that the same resources are responsible for all emergency response by the fire department requires the basic consideration of availability for a mutual aid call. Integration of the resources to do a specialty rescue must consider operating and transportation capabilities. If the departments' only rescue vehicle is used to transport the rescue gear then their capabilities must be downgraded for the duration of the call.

2. Only a comprehensive study can fully rationalize the potential cost savings for emergency services by integration and co-operation. This report has alluded to some additional measures beyond the scope of the report but has provided no detail on actions due to the gaps in information available.

6.11 Regional Strategic Business Plan

1. Completion of a Regional Strategic Business Plan that would incorporate all of the approved recommendations is a necessity. The business plan would provide the direction, approval guidelines and other administrative details to allow the fire chiefs to include appropriate items in their current and long range budget planning. A proper business plan would ensure windows of opportunity were not lost through delays in last minute coordination and approval requirements.

6.12 Implementation Strategy

1. The biggest question mark has been "What is the next step?" Some of the above recommendations can be accomplished using the existing framework but others require a commitment by the Emergency Services and their political directors to move forward. The attendees of this sub-committee were unanimous in their willingness to continue the process. Good intentions on their part still require support, particularly financial, to formalize a committee to realize the implementation of these and future co-operative efforts.

2. A committee of Emergency Service Directors/ Fire Chiefs, with a terms of reference, supported by their Provincial and Municipal Governments could provide the necessary expertise to move the process forward particularly in the development of a Regional Business Plan.

3. A Regional Business Plan created to meet the recommendations listed in this report would be a living document amended at least annually prior to

municipal budget preparation. The final document would address all regional and sub-regional co-operation initiatives and provide the framework for municipal budgets. The first step would be to identify guidelines for funding formulas and authority levels to simplify the discussion and approval process by reducing the number of iterations required to produce the final document.

7. COSTS AND BENEFITS

Introduction

Numerous initiatives to date have resulted in many increased benefits. A timely and cost-effective service is most important to everyone and all co-operation has been aimed at that goal. Some of the above recommendations can be implemented within existing budgets to realize improved service or a cost saving. Other initiatives would require an initial outlay with a variable payback period a result of better efficiencies. The two major cost items are: number 50 for a regional communications net and number 10 for a more comprehensive study.

7.1 Permeable Boundaries

1. Existing agreements have softened the borders within the region. Formalizing the existing agreements on a regional basis and identifying gaps that still exist in that coverage would not increase the regional budget. Increased costs by a municipality to cover such requirements that are not offset by reciprocal arrangement would require some agreement between the concerned municipalities. Due to the response distances not all municipalities would have direct mutual aid with each other but due to a domino effect they could be indirectly involved in a more distant operation. Having mutual aid under a regional umbrella would help identify some of the possible combinations to avoid unrecognized risk levels.

2. As stated, no additional financial savings is anticipated but the level of service that has been obtained through existing co-operation would be maintained or enhanced by the formalizing of mutual aid under a regional umbrella. The site visits have already identified the existing mutual aid and a review of the list at a scheduled regional Fire Chief's meeting would be the first step in the process. A standardized format and formalization of the services provided would be the first step in simplifying the process for Mutual Aid.

7.2 Sharing of Response Resources

1. Specialty response equipment is generally an expensive purchase and requires additional support to ensure the required response is available. Maintenance and transport of the equipment must be considered. Qualifications of the personnel to operate the equipment must be complete and continuous. Equipment that is rarely used requires more time and resources to maintain a competent response than equipment that is used regularly.

2. One first-line emergency response vehicle starts at $200,000 and goes up depending on the capabilities required. The additional equipment to operate that vehicle and the maintenance costs must also be factored into the life cycle

costs. The expected life of a vehicle as first-line is usually near twenty years making the annual cost between $20 and $25,000. The reduction of just one vehicle or the sharing of that cost within an area can be significant considering present budget sizes. Using the example of a small aerial with a capital expenditure of $500,000 and operating cost of $100,000 over twenty years, sharing between three communities would mean a commitment of $10,000 rather than $30,000 per year. Add to this the cost of a crew of two with the associated training and labour requirements and the savings becomes even more significant. This is a simple example but the number of possible permutations makes giving concrete figures impossible without undertaking individual studies of each department to determine overlaps.

3. Under present guidelines the cost savings is dependent on the co-operation and involvement of municipalities. The level of risk that each municipality is willing to assume and the dependence on others will also need to be defined. Most of the urban centres are not willing to allow a county organization to provide their services, Sherwood Park seems to be the exception.

4. Under the guidelines of this report no additional areas can be identified for resource sharing. Deletion of first line response equipment is a sensitive issue for any emergency rescue situation since it involves increasing intervention time and relying on outside aid. A recommendation to remove any service used less than 3 (?) times per year could be made, but as Appendix C indicates this would include deleting some department's fire response capabilities. Second line or redundancy capabilities are not part of the study but are more easily justified for reduction.

7.3 Training Co-operation

1. Regional Emergency Services Directors could form an Alberta Capital Region Emergency Services Training Committee (ACRESTC). The committee must have representation from all sub-regions but also must represent full-time and volunteer concerns as well as urban and rural operations. An industrial representative would also enhance the committee's capabilities. As individuals they would provide direction and coordination for sub-regional training and a point of contact for all parties involved. These personnel can be provided training requirements from the Fire Chiefs in their sub-region to determine the need and location of training and oversee the preparation of the course. Regional training can be coordinated by the ACRESTC. Cost per student trained should actually be reduced and quality of training would be consistent. The drawback would be the additional workload for the Emergency Service Directors on the committee although this would correspond to an easing of some tasks by the remaining chiefs.

2. Regional training requires an initial commitment to ensure instructors, training aids, etc are available to provide the proper level of training for specialty responses. Cost sharing, course loading and coordination with AFTS would be

the responsibility of ACRESTC. Providing a regional level will ensure the course is run frequently enough that the initial resources are not left on a shelf to become obsolete. Regional training for short courses would decrease the need to send personnel outside the region, reducing travel costs and, more importantly for volunteers, time away from home.

3. Sub-regional courses would have all the benefits of regional training but would minimize travel time required for courses being held on evenings and weekends to accommodate volunteers. The County Emergency Service Director would collect training requirements and coordinate the necessary resources to initiate a course.

4. Course costs at Alberta Fire Training School are provincially subsidized and Fire Chiefs may send students at a cost of $230 per week including room and board. Full qualification in basic fire fighting takes eleven weeks, which may be done in one course or in weekly installments at AFTS. For a volunteer fire fighter either choice would mean a lot of free time away from family and friends. Given the distance to Vermilion the travel costs are not significant but do mount up when considering the recruiting of several fire fighters each year. Conducting the course locally requires additional resources to provide instructors and training facilities but the course cost from AFTS drops to thirty dollars per week for each student when the class is ten or more students. For a small department wishing to train two or three students the cost would still be a minimum of $300 per week for AFTS to participate.

5. Maintaining the minimum class size through joint training is cost effective by maximizing resource usage and helps to foster the ties for future co-operation. This also helps to maintain a more consistent skill level and a standardized procedure familiar to all departments.

6. In summary, the committee must be formed and guaranteed a funding formula that will allow the system to be formalized. Co-operation can start or continue at the sub-region level using course requirements for basic fire fighting to qualify recruits to NFPA 1001. This accounts for a significant portion of each department's training budget and will provide viable class sizes and resource sharing.

7.4 Critical Incident Stress

1. The benefit of maintaining well-balanced response personnel for the community by providing intervention early in the process has been well documented. Most departments have some method of providing critical incident stress counseling although it is the larger departments that have developed the more extensive programs. Formal agreements could allow smaller departments to take advantage of existing programs while allowing the concentration of effort to remain with the larger departments. This would result in a better level of service for all but the cost sharing details would have

to be determined. The percentage of a department budget spent on CIS programs is relatively small and the increase costs for sharing of such a program would be dependent on usage requirements for departments without an existing viable program.

2. Most of the larger departments have an existing program that could be coordinated and enhanced to meet any requirements for the smaller departments by a sharing, particularly of expertise.

7.5 Regional radio communications system

1. An integrated radio net would provide better coordination, improving life safety of the citizens and the responders. Better coordination means faster, more effective intervention with less chance of overlap or conflicting operations being activated.

2. The cost of a mobile communications centre capable of linking the various frequencies used in the region would be in the range of $100,000 plus the purchase of a vehicle to contain the necessary radio gear. The difficulty of controlling a large response without direct communications was experienced during the Pine Lake tornado. A communication vehicle would allow a link between existing emergency systems including police and other disaster services. The vehicle to carry the equipment would vary depending on the functions included but should be considered at a minimum of $200,000 to purchase and outfit.

3. The cost of manning, maintaining and housing such equipment are additional considerations since it would be an addition to the existing fleet. A central location to minimize delay in activation would also have to be approved. Since the equipment would not be considered first line response it need not be continually staffed but designated personnel must be qualified and available when needed.

7.6 Risk Profiles

1. The value of having a mechanism to identify and update risk profiles within the region should be self-evident. It is a logical part of business planning and budgeting to ensure value for the dollar. The rate of growth and variations in commercial base in the region produce many risk profiles that do not match existing political boundaries. Many studies and evaluations have produced various types of risk assessments in the area. The evaluations have been used to locate fire halls, determine resource levels or decide on the type and number of agreements necessary to meet the challenge.

2. The cost of such a process would be determined by the extent of the study, method chosen to produce a standard format, the required period for re-evaluation and the personnel to complete such assessments. Some fire

departments have the luxury of full time staff that could complete some assessments during slow times. Such free time becomes scarcer with each passing budget and for most departments in the region personnel available would be a dream. Hiring additional personnel or an outside agency would be the obvious outcome of such a policy but could be justified by the cost savings realized by rationalization of expenditures.

7.7 Coordination of Strategic Purchasing

1. Coordination of strategic purchasing to realize cost savings would be a function of the personnel within the region responsible for budget preparation. The task could be accomplished with a limited demand on their time during budget preparation. The resulting savings would justify an annual gathering to review proposed major purchases.

7.8 Volunteer Recruitment Networking

1. Networking and sharing of resources could reduce the percentage of the budget spent on recruiting while improving the results. The savings might be used to make participation more attractive thus improving the retention rate. The savings being discussed are relatively small values for the fire departments in the region but the additional cost experienced is only measured in the time of the fire department administrators to complete the task.

7.9 Coordinated recruitment of full time staff.

1. As in the case of volunteer recruiting the main benefit is better program results at relatively no cost increase. A common selection process and combined recruitment drive could realize some resource savings and reduced advertising cost.

7.10 Emergency Services Study

1. Completion of a study on the full spectrum of Emergency Services could rationalize resource allocations, identify major risks for all Emergency Services. The full benefits of co-operation would be identified through the business planning process but the study would provide needed data for the process.

2. Sturgeon County has already launched a business planning process to identify beneficial, cost-effective Emergency Service rationalization. Such a study does require confirmation of surrounding capabilities to be valid. Leduc County also has a study on services which has a primary focus on the airport requirements. Similar studies in the remaining counties could be rationalized by the business planning process. Completion of such a study at the County level is in the $50,000 range.

7.11 Regional Strategic Business Plan

1. The above recommendations are a logical function of a business plan. Proper planning and co-operation with a minimum of an annual meeting to review the plan could accomplish many of the above recommendations providing a basis for individual discussions throughout the year. Approval of the business plan would give fire chiefs the authority to make the process successful by actioning individual items within the approved guidelines.

2. The Business Plan would provide the specific cost details for proposed items to allow the cost sharing negotiations and approval process to proceed normally. Purchase scheduling and bulk buying would be determined at the meetings along with the annual recruitment drive.

3. A one-day semi-annual meeting schedule would allow for most negotiations to occur once the initial business plan has been developed. The cost of such a process would depend on the agreed funding. Administrative costs, meeting location costs, travel reimbursement and wage considerations must be borne at some level. Each fire hall has a meeting room capable of hosting a group of twenty personnel for a one-day meeting. By rotating the hosting duties the cost could be minimized. The major cost would be completing the initial business plan and would depend on the scope of co-operation and the amount of current information available to the participants. After completion of item 10, the creation of a Business Plan would be in the range of $10,000.

7.12 Implementation Strategy

1. Costing covered under the business planning process will cover the formation of the committee and the time spent in meeting to discuss how to proceed to meet the specific goals covered under the recommendations. The only benefit of implementation is realizing the cost savings of other recommendations.

2. The timetable for implementation would be based on preparation for next year's budgeting schedule. Requirements for data gathering and resources for many of the recommendations are limited and can easily be produced as a beginning and trial of the value of co-operation. Some of the existing initiatives such as training can be formalized in the existing format and then expanded over time as the process becomes more familiar and actual cost-benefits are realized.

3. All members of the Sub-committee on Emergency Services were unanimous in supporting future work in regional cooperation. The region fire service representatives have committed to a meeting on March 1, 2000 hosted at the Edmonton Fire Training School at 0900 to discuss the impact of the final report and the way ahead. It was requested that a consultant involved in the initial process be available to facilitate future actions.

8. SUMMARY

1. The Emergency Services Organization in the Capital Region has a long history of co-operation to best serve the needs of the region in the most cost-effective manner. Most of the original goals envisioned by this study have been accomplished or surpassed on an informal basis by existing co-operation. Formalizing the agreements or simplifying the process could make administration easier but would not significantly change the existing level of service. The level of co-operation has been more intellectual at the regional level but some initiatives, such as the Disaster Response Plan, are practical examples.

2. Intermunicipal co-operation is more prevalent than regional co-operation because distance and diversity have a lesser impact. The majority of co-operation should remain at the sub-region to ensure existing service levels to the citizens are improved or maintained but must be compatible with regional goals. First response in any emergency is time critical for life safety and intervention times must be minimized to provide proper response. Any decision that would increase the intervention time must be carefully weigh against all factors to justify the result.

3. Business planning on a regional basis must be accomplished at all levels to ensure that duplication of services and resources are minimized and that weaknesses at or near existing boundaries are reduced through co-operation in the specific area. The creation of a formal Regional Emergency Services Business Plan will ensure full advantage is taken of co-operative opportunities. An annual forum of all stakeholders could provide an updated document to be use through the year as a guide for the specific joint programs at region or sub-region levels. Means of approval and value for granting the fire chiefs discretionary powers of implementation are important factors for the successful usage of this document.

4. Regional training can be accomplished for some specialties and sub-regional training co-operation can be strengthened and formalized across the region with participation from all levels. A co-operative training venture from recruitment to retirement can only enhance the interaction between departments by fostering a better understanding of common goals. Proper allotment of training responsibilities would ensure all departments are involved to a level consistent with their present training budget and community needs.

5. The net impact of the above recommendations is difficult to quantify because of the number of factors, which must be considered. Financial impact and full benefits will only be determined by completion of the Business Plan. The main result should be improved protection services for the citizens. Most of the recommendations do not require a significant increase in capital expenditures but do require a personnel commitment to accomplish.

6. The Fire Chiefs have established a good working network to address all types and levels of response. The network includes municipal fire departments, industrial fire brigades, provincial and federal agencies and other interested parties as required to accomplish the envisioned goal.

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APPENDIX A

Emergency Service Overview

Appendix A to ACRGR Emergency Services

ALBERTA CAPITAL REGION GOVERNANCE REVIEW SPECIFIED FIRE AND EMERGENCY SERVICES OVERVIEW

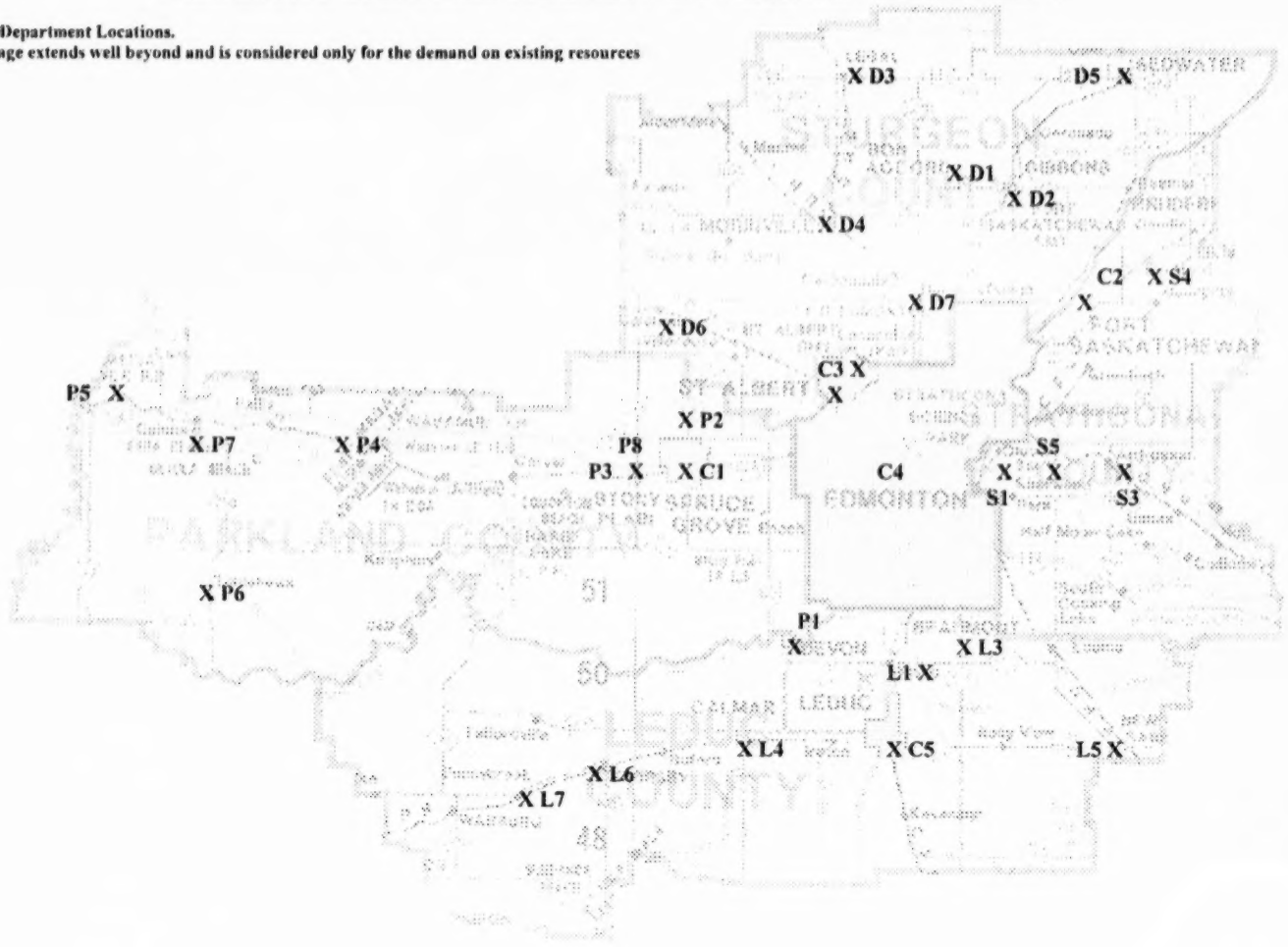
MAP CODE	LOCATION	TYPE OF DEPARTMENT	FULL TIME COMMAND STAFF	FIRE FIGHTERS *		VEHICLES AVAILABLE	RESPONSES/ YR
				FULL TIME	PART TIME		
L1	LEDUC COUNTY (Nisku)	Volunteer	2	0	34	3 Pumps, tanker, rescue, aerial, foam, mini	572
C5	CITY OF LEDUC	Volunteer	2	0	36	3 Pumps, tanker, aerial, rescue	200
L3	BEAUMONT	Volunteer	0	0	34	3 Pumps	150
L4	CALMAR	Volunteer	0	0	15	2 Pumps, tanker, rescue	69
L5	NEW SAREPTA	Volunteer	0	0	16	Pump, tanker, mini	8
L6	THORSBY	Volunteer	0	0	25	2 Pumps, tanker	23
L7	WARBURG	Volunteer	0	0	20	Pump, tanker, rescue	2
P8	PARKLAND COUNTY	Volunteer	2	0	190	Truck/Command trailer	3
P2	PARKLAND VILLAGE	Volunteer	0	0		Pump, tanker, rescue, mini	112
P4	WABAMUN	Volunteer	0	0		Pump, tanker, rescue	118
P5	ENTWISTLE	Volunteer	0	0		Pump, rescue	32
P6	TOMAHAWK	Volunteer	0	0		Pump, tanker, rescue	27
P7	SEBA BEACH	Volunteer	0	0		Pump, tanker, rescue	29
C1	SPRUCE GROVE	Composite	1	4	28	3 Pumps, 2 mini, rescue	240
P3	STONY PLAIN	Volunteer	0	0	36	2 Pumps, tanker, rescue	241
P1	DEVON	Volunteer	0	0	30	3 Pumps, tanker, rescue, pickup	96
S1	STRATHCONA COUNTY	Composite	3	70	107	Command vehicle (Base Station)	56
S1	Station 1	Full Time				2 Pumps, tanker, aerial, rescue, 3 amb	1862
S2	Station 2	Volunteer				Pump, tanker, brush truck	139
S3	Station 3	Volunteer				Pump, tanker, brush truck	242
S4	Station 4	Composite				Pump, tanker, brush truck, amb	58
S5	Station 5	Full Time				Pump, rescue, 2 amb	1408
C2	FORT SASKATCHEWAN	Volunteer	3	0	43	4 Pumps, brush truck	105
D4	STURGEON COUNTY	Volunteer	1	0	192	Command vehicle	445
D1	BON ACCORD	Volunteer	0	0		2 pumps, tanker, rescue	75
D2	GIBBONS	Volunteer	0	0		3 pumpers, 1 rescue,	40
D3	LEGAL	Volunteer	0	0		2 pumpers, rescue	35
D4	MORINVILLE	Volunteer	0	0		3 pump, tanker, rescue, aerial	145
D5	REDWATER	Volunteer	0	0		2 pumpers, 1rescue	45
D6	CALAHOO	Volunteer	0	0		2 pumpers, tanker	30
D7	NAMAO	Volunteer	0	0		pump, tanker, rescue	75
C3	ST ALBERT	Full Time	3	54	0	3 Pumps, 3 amb, aerial, rescue	2041
C4	EDMONTON	Full Time	18	680	0	22 Pumps, 2 quints, 6 aerials, 5 rescue, 4 tankers, 4 AT pumps, 2 DG units, Decon, Salvage, Command vehicle	29014
	REGION TOTALS		39	865	800	172 units	37233

* The actual number of fire fighters available for response is dependant on activities, location,shift strength and/or volunteer availability

Appendix A to ACRGR Emergency Services

ALBERTA CAPITAL REGION GOVERNANCE REVIEW

X Fire Department Locations.
911 Coverage extends well beyond and is considered only for the demand on existing resources



APPENDIX B

Specialized Services

ALBERTA CAPITAL REGION GOVERNANCE REVIEW

LOCATION	TYPE OF DEPT	SPECIFIED FIRE AND EMERGENCY SERVICE PROVIDED																							AGREEMENTS
		Adv Life Support	Med First Res	Confined Space	High Angle	Water Surface	Water Dive	Ice	Trench	Auto Extricat	Open Pit Mine	Heavy Rescue	High Rise	Farm	Off Road	Search&Rescue	Flam Liquids	Aerial/Elev	Haz Mat/DG	Disaster	Wildland Fires	Urban Interface	Industrial	Prevention	
LEDUC COUNTY (Nisku)	V	AC	X	X	X	O	O	O	XM	X		O	X	X	X	O	X	X	I M	M	XO	XDM	XI	X	11+
CITY OF LEDUC	V	AC	X	X	M	X	O	X	X	X		XD	X	X	X	XO	X	X	I M	XM	O	X		X	6
BEAUMONT	V	AC	X	X		X	O	X	X	X					D	O	I	M	M	M		X		X	5
CALMAR	V	AC	M	M	M	M	O	M	M	X		M	M		M	X	X	M	M	M	X	M	MX	X	7
DEVON	V	A		XM	XM	XM	O	M	M	X		M			X	O	XM	M	C	M	X	X	X I	X	4
NEW SAREPTA	V	AC	X	M	M	O	O	O	XM	X		XM	O	XM	X		XM	M	IM	M	XO	XM	M	X	4
THORSBY	V	A	A	M	M	M	O	M	M	X		M	M	M	M	M	M	M	M	M	M	M	M	M	3
WARBURG	V	AC	X	M	M	O	O	O	XM	X		M	O	XM	X		XM	M	IM	M	XO	XM	M	X	4
PARKLAND COUNTY	V	A	X	M	I	X	XO	X	X	X	I	D			X	O	MX	M	M	DM	XO	XO	X I	X	30
SPRUCE GROVE	P	A	X	X	M	X	O	X	X	X		D			X	O	M	M	MO	DM	X	I		X	4
STONY PLAIN	V	AC	X	X	M	X	O	XM	M	X		XD			X	O	M	M	M I	M		XM		X	2
STRATHCONA COUNTY	P	X	X	X I	X I	X	O	X	X I	X		X I	X		X	O	X I	X	X I	XDM	XM	XM	X I	X	13
FORT SASKATCHEWAN	V	AC	AC	X	M	X	O	X	X	X		X			X	O	X	M	X I	D		X	X I	X	6
STURGEON COUNTY	V	AC	X	X	X	M	O	M	X	X		XD	X		X	O	X	M	C	DM	XO	X	X I	X	23
BON ACCORD	V	AC	X	X	X	M	O	M	X	X		XD	X		X	O	X	M	C	DM	XO	X	X I	X	
GIBBONS	V	AC	X	X	X	M	O	M	X	X		XD	X		X	O	X	M	C	DM	XO	X	X I	X	
LEGAL	V	AC	X	X	X	M	O	M	X	X		XD	X		X	O	X	M	C	DM	XO	X	X I	X	
MORINVILLE	V	AC	X	X	X	X	O	X	X	X		XD	X		X	O	X	X	C	DM	XO	XM	X I	X	
REDWATER	V	AC	X	X	X	M	O	M	X	X		XD	X		X	O	X	M	C	DM	XO	X	X I	X	
ST ALBERT	F	X	X	XD	X	X	X	X	X	X		XD	X		DX	O	X	X	X C	D		X		X	6
EDMONTON	F	X	X	XD	X	X		X	X	X		XD	X	X	XD	XD	XI	X	X C	XD	X	X	XI	X	8

CODES

The initial response is provided by the local Fire Dept but actual specialty is provided by:

X	Local Fire Dept/Emergency Service
D	Local Municipal Dept
I	Local Industrial Resources
A	Ambulance
O	Other Agencies

C	Contract
M	Mutual Aid
V	Part time/Volunteers
F	Fulltime
P	Composite

APPENDIX C

Response Statistics

Appendix C to ACRGR Emergency Services

ALBERTA CAPITAL REGION GOVERNANCE REVIEW								
SPECIFIED FIRE AND EMERGENCY SERVICES RESPONSE STATISTICS								
LOCATION	MEDICAL	FIRE	AUTO	RESCUE	DG	NAT COVER	OTHER	TOTALS
LEDUC COUNTY (Nisku)	226	38	26	17	-	62	203	572
CITY OF LEDUC	7	22	10	27	21	28	85	200
BEAUMONT	85	28	9	3	-	-	25	150
CALMAR	6	19	28	-	-	10	6	69
NEW SAREPTA	-	1	-	-	-	2	5	8
THORSBY	-	20	3	-	-	-	-	23
WARBURG	-	2	-	-	-	-	-	2
DEVON	-	11	18	1	13	18	35	96
PARKLAND COUNTY	-	-	-	-	-	-	3	3
PARKLAND VILLAGE	3	18	8	2	1	35	45	112
WABAMUN	13	12	5	5	2	56	25	118
ENTWHISTLE	1	5	4	1	2	18	1	32
TOMAHAWK	1	2	1	2	1	10	10	27
SEBA BEACH	2	4	2	1		10	10	29
STONY PLAIN	21	27	20	31	5	76	20	200
SPRUCE GROVE	54	65	-	8	19		95	241
STRATHCONA COUNTY	2212	276	254	33	87	215	0	3077
Station 1								*1862*
Station 2								*139*
Station 3								*242*
Station 4								*58*
Station 5								*1408*
FORT SASKATCHEWAN	-	50	-	6	7	-	42	105
STURGEON COUNTY	14	67	27	112	5	180	45	450
BON ACCORD	0	10	9		0	40	8	*67*
GIBBONS	1	4	1		1	20	4	*31*
LEGAL	3	5	5		1	7	4	*25*
MORINVILLE	6	47	13	39	3	26	8	*142*
REDWATER	0	4	5		0	22	8	*39*
CALAHOO	2	5	5		1	8	6	*27*
NAMAO	5	10	9		1	25	22	*72*
ST ALBERT	1278	223	276	5	38	50	171	2041
EDMONTON	19611	1424	441	114	931	1418	5075	29014
GRAND TOTALS	23534	2314	1132	368	1132	2188	5901	36569

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